

**SECRET**

Approved For Release 2002/06/14 : CIA-RDP81T00990R000100160032-1

IAD - 88/66  
24 August 1966

MEMORANDUM FOR: Chief, Information Processing Division, NPIC

ATTENTION:

FROM: Chief, Imagery Analysis Division, CIA

SUBJECT: Comments on Proposed Measures of Effectiveness  
for Center Operations

The following comments reflect the IAD viewpoint on the proposed mathematical model presently being constructed by the Decision Studies Group on the above subject:

a. The "measures of effectiveness" appear to be valid criteria for the construction of this model. I believe though that some of the points require clarification and refinement for a more complete understanding and assurance that all aspects are being considered. For example, will this measure support time spent on non-PI reports produced?

b. I do though, seriously question the value of such a mathematical model that cannot admittedly measure the qualitative aspects of the exploitation process or "customer" satisfaction, 2 very key elements. Until such time as these can be satisfactorily built into the model I would recommend either cancellation or curtailment of the expenditures on this contract.

c. I believe that, for the most part, the available MIS data provides the basis for management decision on effectiveness of operations. Granted, this decision would have to be based on judgment rather than on a scientifically constructed mathematical model, but I rather feel that intelligence production places an extremely high value on judgment. We therefore, as intelligence officers and managers, are expected to exercise this judgment to arrive at our decisions.

Approved For Release 2002/06/14 : CIA-RDP81T00990R000100160032-1

**SECRET**

GROUP 1  
Excluded from automatic  
downgrading and  
declassification

**SECRET**

Approved For Release 2002/06/14 : CIA-RDP81T00990R000100160032-1

d. Nevertheless, such a mathematical model even though it does not take qualitative as well as quantitative factors into account, might well be worth the cost. The big, if here, is if it is determined that managements scientifically-based decisions are more easily defensible than those based on judgment alone.

e. In the final analysis, it seems that [ ] is a great deal to pay for a contract that really doesn't offer much more than what we already have available for decision making by management. I seriously recommend a good hard look at this contract.

25X1A

[ ]

25X1A

Distribution: .

Orig - Addressee

1 - CIA/IAD

Approved For Release 2002/06/14 : CIA-RDP81T00990R000100160032-1

**SECRET**